

**BY ORDER OF THE COMMANDER  
HQ COLLEGE FOR ENLISTED PME (AETC)**

**COLLEGE FOR ENLISTED PME INSTRUCTION 65-102  
1 AUGUST 2003**

*Financial Management*

**BUDGET GUIDANCE AND PROCEDURES**

**COMPLIANCE WITH THIS PUBLICATION IS MANDATORY**

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OPR: CEMPE/RM  
(SMSgt Joseph Wingo)  
Supersedes CEPME OI 65-102, 23 March 2000

Certified by: CEMPE/IM  
(MSgt T. Crumpton)  
Pages: 19  
Distribution: F

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This instruction prescribes procedures for administering and executing CEPME's Operation and Maintenance (O&M) Budget. Provides guidance for all CEPME personnel who prepare, review, approve, manage, or use O&M funds appropriated for effectively meeting CEPME's direct mission and support responsibilities. It applies to HQ College for Enlisted Professional Military Education (CEPME) and its subordinate units.

***SUMMARY OF REVISIONS***

This instruction has been substantially revised and needs to be thoroughly reviewed.

**1. Responsibilities:**

**1.1.** CEPME/CC. Financial management is inherent to command. CEPME/CC will:

**1.1.1.** Review, validate, and balance CEPME's Financial Plan (FIN Plan) to ensure successful financial management.

**1.1.2.** Actively review the financial programs of all subordinate units.

**1.1.3.** Improve resource management by inquiring about program conditions, reviewing causes, weighing alternatives, and directing action.

**1.1.4** Conduct an end of year financial review of all subordinate units.

**1.2.** CEPME/RM. Provides financial management advice to the CEPME Commander, Commandants, and Resource Managers. CEPME/RM will:

**1.2.1** Promote responsible and proper financial management throughout CEPME to ensure the economical and efficient uses of financial resources are consistent with statutory and regulatory requirements.

**1.2.2.** Review and analyze accounting data to help match available funds against programmed requirements.

**1.2.3.** Represent CEPME at higher-level financial management meeting. (e.g., Air University (AU) Financial Management Boards and Panels)

**1.2.4.** Review resource requirements for HQ CEPME and all subordinate units.

- Integrate requirements into a consolidated CEPME Financial Plan
- Justify requirements to AU/FMA.

**1.2.5.** Analyze subordinate organizations' performance monthly. Identify imbalances in resources distribution (e.g., Annual and Quarterly Budget Authority) and make sure that resources consumption contributes effectively to mission accomplishment.

**1.2.6** Provide training and guidance to subordinate resource managers.

**1.2.7.** Review all financial plans submitted by subordinate units to ensure they comply with prescribed guidance.

**1.3.** Commandants/EPC Dean. Responsible for administering a sound financial management program within their units. Commandants/EPC Dean will:

**1.3.1.** Incorporate participatory financial management as an organizational approach combining the efforts of the commandant and supporting staff in executing their annual budget authority.

**1.3.2.** Oversee their unit Financial Plan, phased in by quarterly targets for the fiscal year that fund the highest priority requirements.

**1.3.3.** Ensure organizational spend rate is 65% by 30 April.

**1.3.4.** Ensure organizational spend rate is 80% by 31 July .

**1.4. Resource Manager (RM).** Manages unit O&M Budget in accordance with prescribed directives. RMs' will:

**1.4.1** Develop budget estimates and financial policy guidance, according to instructions from CEPME/RM and with the advice of the commandant and appropriate staff members.

**1.4.2.** Prepare, submit, and justify Financial Plans, Unfunded Requirements/Budget Execution Reports, monthly Status of Funds Reports, Mid Year Review and EOY Closeout Report.

**1.4.3.** Receive and distribute the Budget Authority.

- Loads annual and quarterly obligation authority targets to current fiscal year.
- Certifies that annual and quarterly budget authority loads were processed correctly.

**1.4.4.** Perform monthly validation of all source documents against the Open Document Listing (ODL), to ensure amounts and stages of accountability are proper. Document all actions taken upon performing this validation.

**1.4.5.** Give commandant technical advice on financial management data (e.g., Operating Budget Ledger (OBL), Electronic Management System (EMS) Resource Report, etc.) and help the commandant administer available appropriated funds.

**1.4.6.** At the discretion of the commandant or Dean of EPC, RMs will oversee unit funds. (e.g., graduation banquet funds, class picture funds, Booster Club funds, and etc.)

**1.4.7.** Provide any other documentation and/or take additional actions that CEPME/RM requests to ensure integrity of the resource management process.

**2. Financial Documents.** HQ CEPME requires that each subordinate unit submit an annual Financial Plan and biannual Budget Execution Reports. (exact date to be determined by AU/FMA)

**2.1.1.** *Financial Plan:* The Financial Plan (FIN Plan) is a document used to explain all increases/decreases of an organizations baseline from one year to the next, as well as explaining and justifying all unfunded requirements for the upcoming year. HQ CEPME uses the FIN Plan to make decisions concerning distribution of funds, priority of unfunded requirements and timelines for funding. (see attachment # 1 for guidance)

**2.1.2.** *Budget Execution Reports (BER):* HQ CEPME has a budget made up of a large number of programs, whose requirements are balanced with available funds throughout the Programming and Budgeting Process. During the execution phase of the budget cycle, unanticipated events such as technical difficulties and cost increases can create imbalances between requirements and resources, creating the need for additional funding. To help with unanticipated unfunded requirements, BERs are required for justification. (see attachment # 2 for guidance)

4.

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3. **Reporting Monthly, Mid Year and Annual Status.** HQ CEPME requires monthly, mid year and annual reports from each subordinate unit that show current year-to-date expenses.

**3.1.1. Monthly Status of Funds Report:** Status of Funds Report will consist of initial projected EEIC/category targets, current EEIC/category commitments/obligations, and obligated percentages. (report due by the 10<sup>th</sup> workday of each month) (see attachment # 3 for guidance)

**3.1.2. Mid Year Review:** A recap of all funding targets by EEIC. Mid Year Review is directed by AU/FMA and due to CEPME/RM (Due date will be announced). The report will:

- Contain projected allocations for each EEIC, allocated expenditures by EEIC, percentage of expenditures, plans for uncommitted funds and
- Explain any 5% variance under or over the 65% projected budget target.
- (see attachment # 4 for guidance)

**3.1.3. Annual EOY Closeout Report.** A financial plan mainly shows how a user intends to accomplish a program using provided obligation budget authority (OBA). The EOY Closeout Report should analyze not only how funds were obligated but also:

- A review to compare actual fiscal year accomplishments to projections and measure the effective use of total OBA and
- Reasons for actual performance differing substantially from planned performance.
- (see attachment #5 for guidance)

4. **Financial Management Board:** Senior advisory committee with the responsibility of approving CEPME's annual budget. Membership consists of CEPME/CC/CV/XP/RM.

**4.1.1.** FMB reviews FIN Plans, unfunded requirements, and any revisions to ensure estimated requirements and justifications are factual.

**4.1.2.** CEPME/CC or CEPME/CV chairs the committee. CEPME/CC has final decision making authority.

5. **Resource Management Systems Training:** Resource Management Training is an integral part of the resource management program. It helps develop the required knowledge and proficiency needed by the RA in the successful execution of their responsibilities. Resource management training should be afforded to all newly assigned subordinate RMs.

**5.1.1.** Newly assigned RMs should schedule training with their local Financial Management Office within 90 days of assignment of financial management responsibilities.

**5.1.1.** CEPME subordinate units will notify CEPME/RM of all newly assigned RMs NLT 5 days after assignment to the position.

MICHAEL P. GEGG, Colonel, USAF  
Commander

## Attachment 1

3 Feb XXX

MEMORANDUM FOR CEPME/RM

FROM: MARCH NCOA

SUBJECT: FYXX **Financial Plan**

1. The purpose of this document is to provide CEPME/XPB with a detailed FYXX Financial Plan for the March NCO Academy.

**SECTION I: Mission Critical Requirements**

<u>DESCRIPTION</u>	<u>EEIC</u>	<u>TARGET</u>
TDY	409	\$12,000.00
Toll Calls	495	\$120.00
Contract Services – Repair	568	\$1,000.00
Contract Services – Miscellaneous	592	\$3,400.00
GPC	61950	\$35,106.00 *(Break out below)
Printing/Reproduction*		*\$27,056.00
GSD – Supplies*		*\$8,050.00
Information Processing Equipment	<u>637</u>	<u>\$10,000.00</u>
<b>Total</b>		<b>\$61,626.00</b>

**SECTION II: Mission Critical Justification(s)**

**EEIC 409 (TDY): (Mission Critical)** TDY Transportation/Per Diem \$12,000. This figure is based on research of TDY's during FY 98 and FY 99 through the Month of March. This figure is based on an estimate of rotating TDY locations, number of TDY's, guest speakers for FY00, and an adjustment of 2% for inflation. The table below quantifies our expected TDY costs for FY00.

<u>NAME OF TDY</u>	<u>NUMBER</u>	<u>ESTIMATED COST</u>
Commandant's Conference (Based on Maxwell AFB)	4	\$2493.00
Worldwide Commandant's Conf.	1	\$1300.00
Resource Manager's Conference (Based on Commandant's Conf. Location)	2	\$1250.00
Director of Education Conference (Rotating Locations)	2	\$1250.00

IM/RMT Conference (2 people @ Maxwell)	1	\$1250.00
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**Attachment 1**

Guest Speakers (Various CMSAF home locations)	4	\$2000.00
Cooper Institute of Aerobic Research (Educationally Related @ Dallas TX)	2	\$2000.00
Commandant's Discretionary TDY (Various locations, used to fill unexpected mission requirements)	3	\$1500.00

**EEIC 495 – TOLL CALLS: (Mission Critical)** \$120.00 This is a monthly expense for our FTS2000 calls. Over the past year the toll charges are approximately \$10.00 per month. This cost has been consistent over the past two years based on volume of calls. Expect no change in FY00.

**EEIC 568 Contract Services – Repair (Mission Critical)** - \$1000.00: This figure is based on an analysis of previous equipment repair costs. Examples of items needing repair are televisions, TV/VCR combinations, and the SCANTRON. Other costs include maintenance agreements, replacement parts, and miscellaneous items.

**EEIC 592 Contract Services Miscellaneous (Mission Critical)** - \$3,400.00: This figure takes into account distinguished graduate awards and engraving for 15 awards @ 7 classes per year. It also factors in quarterly and annual awards for staff members. It's based on an average cost per class of \$450.00.

**EEIC 61950 Government Purchase Card (Mission Critical)** – \$35,106.00

**GSD SUPPLIES** \$8050.00: This figure is based on a six month analysis of current spending habits for general office supplies, miscellaneous cleaning supplies, and general GSA purchases. These products are ordered monthly and on an "as needed" basis. Projected costs are \$1050.00 per class @ 7 classes per year.

**PRINTING AND REPRODUCTION: (Mission Critical)** \$27,056.00 An analysis of the ever increasing costs associated with printing and reproduction costs reveals that 1/3<sup>rd</sup> of our budget covers printing. This figure was derived by factoring in the various associated costs of 1050 students per year @ a cost of \$25.76 per student 7 classes per year plus a 2% adjustment for inflation added to the total cost. The breakdown of printing charges is as follows:

<u>PRODUCT</u>	<u>COPIES PER CLASS @ 7 PER YEAR</u>	<u>TOTAL</u>
Class SLG/Schedule	150	18,515.00
Pitney Bowes Copier Contract	Quarterly billing (4 quarters)	\$1540.00
Evaluation Forms Speaking/Writing	900	\$1071.00
Graduation Brochure	500	\$2100.00
Computer/Copier Paper		\$1000.00
Toner cartridges		\$500.00
Tests	180 copies x 4 versions (1 time cost)	\$800.00
Miscellaneous printing		<u>\$1000.00</u>
<b>TOTAL PRINTING COSTS:</b>		<b>\$27,056.00</b>

**EEIC 637 Information Processing Equipment – (Mission Critical)** - \$10,000.00: This cost is calculated by factoring in a cost of \$208.00 per license for 18 staff computers to upgrade to Office 98. It also factors in replacement parts, and various upgrades

**Attachment 1****SECTION III: UNFUNDED REQUIREMENTS :**

**EEIC 553 Contract Services Education (Mission Enhancement):** \$7,855.00: This figure is based on projected training and professional development courses for FY00. Training can be quantified by looking at three areas: Faculty development, Commercially Procured Technical Training, and Training of Opportunity.

<u>FACULTY DEVELOPMENT</u>	<u>COST</u>	<u>TOTAL</u>
Time Management @ Central United States Community College	\$75.00 each	\$750.00
Team building @ Central United States Community College	\$59.00 each	\$590.00
Train the Trainer @ Central United States Community College	\$75.00 each	\$750.00

**COMMERCIALLY PROCURED TECHNICAL TRAINING**

For the 3A0X1: Information Manager/Network Administrator

Networking Essentials (Entre Computer Center) Central United States	\$695.00
Administering Windows NT Server 4.0 (Entre Computer Center) Central United States	\$1,275.00
Internetworking TCP/IP on Windows NT 4.0	\$1,795.00

**TRAINING OF OPPORTUNITY**

Commandant's Discretionary Fund Locally procured	<u>\$2000.00</u>
<b>TOTAL UNFUNDED REQUIREMENTS</b>	<b>\$7,855.00</b>

**SECTION IV: TARGET LOADS BY EEIC**

EEIC	OCT	JAN	APR	JUL
409	3.0	6.0	9.0	12.0
495	0.1	0.0	0.0	0.0
553	1.9	3.8	5.7	7.9
568	0.25	0.5	0.75	1.0
592	0.85	1.7	2.55	3.4
61950	8.75	17.5	26.25	43.9
637	2.5	5.0	7.5	10.0



**Attachment 1**

2. Please direct all questions to me at DSN 000-0000.

JOHN JOHNSON, MSgt, USAF  
Director of Resources

1<sup>st</sup> Ind, MARCH NCOA/CC

5 Feb XX

MEMORANDUM FOR CEPME/RM

Approved/Disapproved

JOSEPH SMITH, CMSgt, USAF  
Commandant

## Attachment 2

**November XXXX  
BER #1 SUBMISSION****ORGANIZATION:** March NCOA**ORG PRIORITY:** 1**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson      **DSN:** 432-9876**TITLE OF UNFUNDED REQUIREMENT:** ADPE Desk Top Computers (Qty 18)**BA:** 03**PE:** 84771**EEICs:** 637**AMT(\$):** \$34,000.00

**NARRATIVE JUSTIFICATION/DESCRIPTION:** Give specifics, i.e. quantities, amounts, programs, etc. Give deadline for receipt of funds. Identify if you have already funded requirement and need payback. State whether requirement is recurring or one-time cost.

**SAMPLE**

**IMPACT IF NOT FUNDED:** What will not be accomplished/delayed if funding is not received. Please be specific do not generalize.

**IF REQUIREMENT IS CRITICAL YOU MUST NARRATE WHAT WILL STOP:**

You do not need separate documents for each unfunded, just use a page break and copy the form to the next page.

**REQUIREMENT IS:** (Check One)

**MISSION CRITICAL:** \_\_\_\_ **MISSION ESSENTIAL:** \_\_\_\_ **MISSION ENHANCEMENT:** \_\_\_\_

DEFINITIONS:      MISSION CRITICAL: CANNOT START NEW PROGRAMS OR MUST STOP CURRENT OPERATIONS  
MISSION ESSENTIAL: NOT BROKEN, BUT NOT OPTIMAL DELIVERY  
MISSION ENHANCEMENT: IMPROVES QUALITY OF LIFE; NEED, BUT HAS LITTLE IMPACT ON  
MISSION ACCOMPLISHMENTS

**FOR ADPE REQUIREMENT:** AU/RPC

**COORDINATION:** \_\_\_\_\_

(ATTACH COPY OF AF FORM 3215 (CSRD) AND TECHNICAL SOLUTION FOR AU/FMA)

## Attachment 2

**January XXXX  
BER #2 SUBMISSION****ORGANIZATION:** March NCOA**ORG PRIORITY:** 1**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson      DSN: 432-9876**TITLE OF UNFUNDED REQUIREMENT:** ADPE Desk Top Computers (Qty 18)**400 MHZ Pentium III Computers****BA: 03****PEC: 84751****EEICs: 637****AMT(\$): \$34,000.00****NARRATIVE JUSTIFICATION/DESCRIPTION:**

The March NCOA currently has 10ea, 386 computers and 8ea, 486 computers that are not Y01K compliant or powerful enough to handle new multi-media based curriculum programs produced by CEPME/EPC. In addition these systems have exceeded their projected life cycle of 5 years and are not cost effective to upgrade. They do not meet the capabilities of current platforms and software requirements. As technology progresses this will be a recurring requirement.

**\*\*\*\*EXAMPLE\*\*\*\***

**IMPACT IF NOT FUNDED:** Failure to fund this requirement will curtail our capability to deliver multi-media based curriculum.

**IF REQUIREMENT IS CRITICAL YOU MUST NARRATE WHAT WILL STOP:** Planned migration to new multi-media courseware will have to be cancelled, severely limiting our ability to teach curriculum.

**REQUIREMENT IS: (CHECK ONE)****MISSION CRITICAL: X MISSION ESSENTIAL: \_\_\_\_ MISSION ENHANCEMENT: \_\_\_\_**

**DEFINITIONS:**      **MISSION CRITICAL:** CANNOT START NEW PROGRAMS OR MUST STOP CURRENT OPERATIONS  
                         **MISSION ESSENTIAL:** NOT BROKEN, BUT NOT OPTIMAL DELIVERY  
                         **MISSION ENHANCEMENT:** IMPROVES QUALITY OF LIFE; NEED, BUT HAS LITTLE IMPACT ON  
                         MISSION ACCOMPLISHMENTS

**FOR ADPE REQUIREMENT: AU/RPC**  
**COORDINATION:** \_\_\_\_\_

(ATTACH COPY OF AF FORM 3215 (CSRD)/ TECHNICAL SOLUTION/MEMO DUE-OUT DOCUMENT ID IF REQUIREMENT IS INCLUDED ON EOY SPEND PLAN)

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**Attachment 2**

**January XXXX**  
**BER #2 SUBMISSION**

**ORGANIZATION:** March NCOA

**ORG PRIORITY:** 2

**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson , DSN: 432-9876

**TITLE OF UNFUNDED REQUIREMENT:** Audiovisual (Qty 1)

**BA:** 03

**PE:** 84771

**EEICs:** 609

**AMT(\$):** \$12,000.00

**NARRATIVE JUSTIFICATION/DESCRIPTION:** Give specifics, i.e. quantities, amounts, programs, etc. Give deadline for receipt of funds. Identify if you have already funded requirement and need payback. State whether requirement is recurring or one-time cost.

**SAMPLE**

**IMPACT IF NOT FUNDED:** What will not be accomplished/delayed if funding is not received. Please be specific do not generalize.

**IF REQUIREMENT IS CRITICAL YOU MUST NARRATE WHAT WILL STOP:**

You do not need separate documents for each unfunded, just use a page break and copy the form to the next page.

**REQUIREMENT IS:** (Check One)

**MISSION CRITICAL:** \_\_\_\_ **MISSION ESSENTIAL:** \_\_\_\_ **MISSION ENHANCEMENT:** \_\_\_\_

**DEFINITIONS:** **MISSION CRITICAL:** CANNOT START NEW PROGRAMS OR MUST STOP CURRENT OPERATIONS  
**MISSION ESSENTIAL:** NOT BROKEN, BUT NOT OPTIMAL DELIVERY  
**MISSION ENHANCEMENT:** IMPROVES QUALITY OF LIFE; NEED, BUT HAS LITTLE IMPACT ON MISSION ACCOMPLISHMENTS

**FOR ADPE REQUIREMENT: AU/RPC**  
**COORDINATION:**\_\_\_\_\_

(ATTACH COPY OF AF FORM 3215 (CSRD)/ TECHNICAL SOLUTION/MEMO DUE-OUT DOCUMENT ID IF REQUIREMENT IS INCLUDED ON EOY SPEND PLAN)

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**Attachment 2**

**January XXXX**  
**BER #2 SUBMISSION**

**ORGANIZATION:** March NCOA

**ORG PRIORITY:** 2

**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson , DSN: 432-9876

**TITLE OF UNFUNDED REQUIREMENT:** Audiovisual Stage Camera (Qty 1)

**BA:** 03

**PE:** 84771

**EEICs:** 609

**AMT(\$):** \$12,000.00

**NARRATIVE JUSTIFICATION/DESCRIPTION:** Stage cameras are used to record historical events, stage lectures, commanders calls and other events of significance held in our auditorium. We submitted our present camera for repairs, however; it has become unreliable and is past its life expectancy.

**\*\*\*\*EXAMPLE\*\*\*\***

**IMPACT IF NOT FUNDED:** If not funded, our ability to record/broadcast stage lectures or historical events will be impaired and below standards.

**REQUIREMENT IS:** (Check One)

**MISSION CRITICAL:** \_\_\_ **MISSION ESSENTIAL:** \_\_\_X\_\_\_ **MISSION ENHANCEMENT:** \_\_\_\_\_

**DEFINITIONS:**     **MISSION CRITICAL:** CANNOT START NEW PROGRAMS OR MUST STOP CURRENT OPERATIONS  
                         **MISSION ESSENTIAL:** NOT BROKEN, BUT NOT OPTIMAL DELIVERY  
                         **MISSION ENHANCEMENT:** IMPROVES QUALITY OF LIFE; NEED, BUT HAS LITTLE IMPACT ON  
   MISSION ACCOMPLISHMENTS

**FOR ADPE REQUIREMENT: AU/RPC**  
**COORDINATION:**\_\_\_\_\_

(ATTACH COPY OF AF FORM 3215 (CSRD) AND TECHNICAL SOLUTION FOR AU/RPBO)

## Attachment 3

**June XXXX**  
**MONTHLY STATUS OF FUND REPORT**

**ORGANIZATION:** MARCH NCO ACADEMY**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson, DSN: 432-9876**ORGANIZATIONAL SPEND RATE TO DATE:** 35.8%**ANNUAL AUTHORIZATION:** 57K**QUARTERLY TARGET:** 32.5K**CURRENT EOM OBLIGATIONS (CUM):** \$20.4K

EEIC	MONTHLY SPEND PLAN PROJECTED AMOUNTS	EOM EEIC OBLIGATIONS	OBLIGATION PERCENTAGE	EOM EEIC COMMITMENTS
409 TDY	\$3,000	\$2,100	70%**	0%
61950 GPC*	\$20,000.00	\$18,300	91.5%	\$1,500
*Printing	(\$15,000.00)	(\$15,000)		
*Supplies	(\$ 5,000.00)	(\$3,300)		
Total	\$23,000	\$20,400	88.7%	\$1,500
Annual Target	\$57,000	\$20,400	\$35.8%	

**COMMENTS:** Variance +/- 10%:

\*\*EEIC 409: TDY to Peterson NCOA (approx \$850) was postponed until May 03 due to schedule conflict.

(any additional funding you may have received? which EEICs/category were the funds placed in? Anything unusual happen -problems encountered? )

## Attachment 4

**FY XXXX  
MIDYEAR REVIEW  
5 MAY XXXX****ORGANIZATION:** MARCH NCO ACADEMY**RESOURCE ADVISOR NAME /PHONE:** MSgt Johnson DSN: 432-9876**COMMAND DIRECTED OBLIGATION RATE:** 65% AS OF 30 APRIL**OBLIGATION STATUS:** ABOVE STRAIGHT LINE 65% ( ) BELOW STRAIGHT LINE 65% (x)**ORGANIZATIONAL RATE:** 47%**EXPLAIN 10% VARIANCE** (e.g. current under-execution of program or plans for remainder of FY if less than straight line)**10% VARIANCE EXPLANATION:** A scheduled TDY for March was postponed until June, this TDY would have not only effected our 409 EEIC but also, EEIC 637, and EEIC 609. An additional 7K would have been spent if we had proceeded with the scheduled TDY.

	ALLOCATED	SPENT	PERCENT
TRAVEL	\$10,000.00	\$7,000.00	70%
PRINTING	\$12,000.00	\$5,000.00	42%
SUPPLY	\$6,000.00	\$2,000.00	33%
ADPE	\$8,000.00	\$3,000.00	37.5%
COMM	\$700.00	\$100.00	14.2%
<b>TOTAL</b>	<b>\$40,700.00</b>	<b>\$19,100.00</b>	

**PLANS FOR REMAINDER:**

■ TDYs (Commandant, ED, and IM conferences, guest speakers)	\$3k
■ PRINTING FOR NEW CURRICULUM	\$7k
■ SUPPLY	\$4k
■ ADPE (HARDWARE/SOFTWARE)	\$5k
■ COMM (PHONES: LONG DISTANCE AND CELL PHONE)	\$.6
<b>BALANCE</b>	<b>\$21,600.00</b>

**STATUTORY AND ADMINISTRATIVE LIMITATIONS: X WILL MEET \_\_\_\_ WILL NOT MEET**

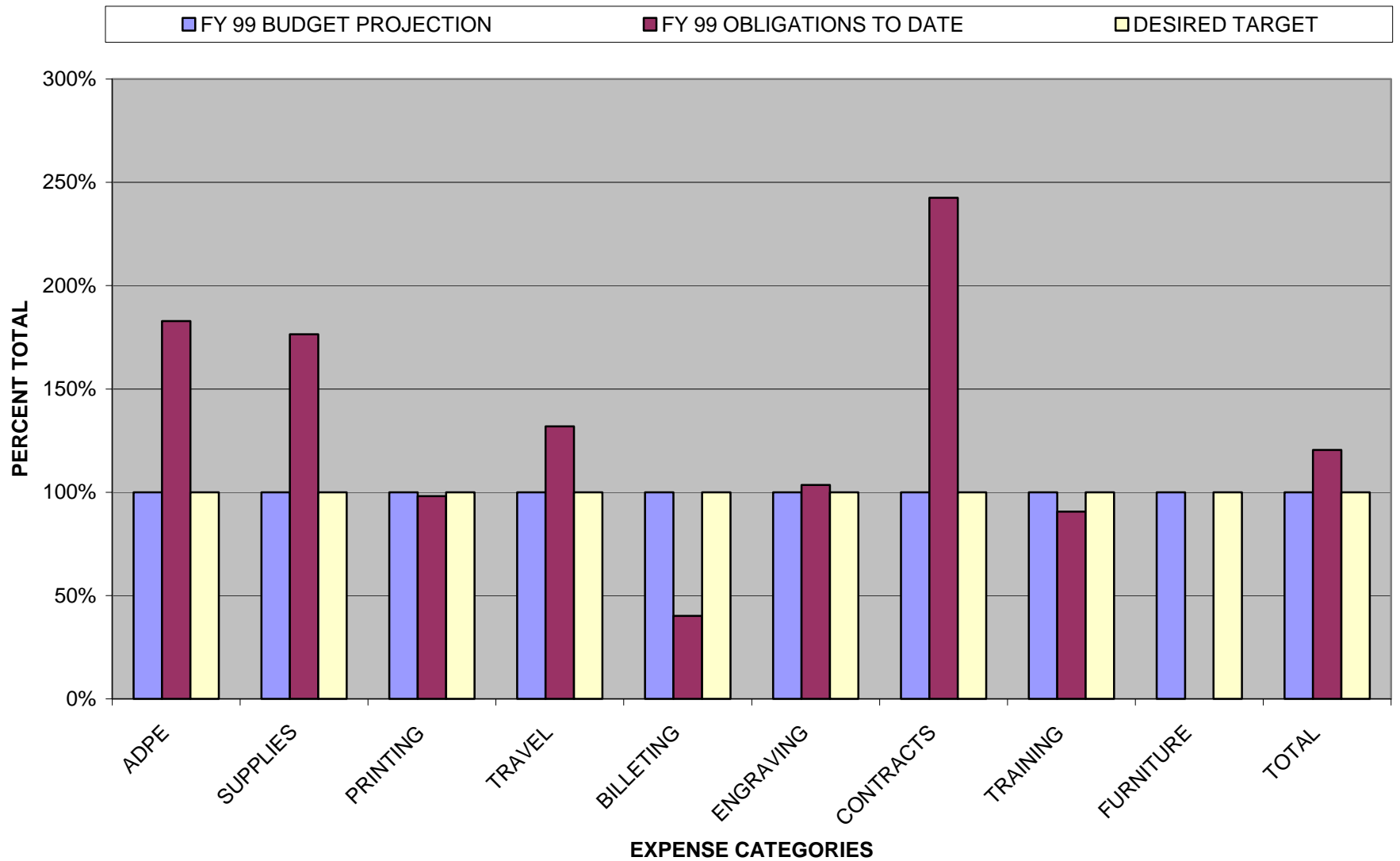
**EXPLAIN IF FLOOR/CEILING WILL NOT BE MET**



## Attachment 5

[illegible]

# MARCH NCOA-30 JUL 99



## Attachment 5

	OCT-DEC	JAN-MAR	APR-JUN	JUL-SEP
GOBL/COMM	20,883.35	39,686.33	58,701.85	81,758.00
SPEND RATE	25,000.00	42,000.00	65,900.00	81,850.00
ANNUAL TARGET	60,500.00	60,500.00	81,850.00	81,850.00

## MARCH NCOA-30 JUL 99

